

CIA CAREER COUNCIL

28th Meeting

Thursday, 7 June 1956

DCI Conference Room

Present

Harrison G. Reynolds
D/Pers, Chairman

Matthew Baird
DTR, Member

25X1A9a

[REDACTED]
COP-DD/P, Alternate for DD/P, Member

Lyman B. Kirkpatrick
IG, Member
25X1A9a

[REDACTED]
D/CO, Member

25X1A9a

[REDACTED]
A/DD/I, Alternate for DD/I, Member

Lawrence K. White
DD/S, Member

25X1A9a

[REDACTED]
Executive Secretary

25X1A9a

[REDACTED]
Reporter

Guests

25X1A9a

[REDACTED] Executive Officer, Office of Personnel

25X1A9a

Brig. Gen. [REDACTED] USA, Retired, Assistant to the IG

25X1A9a

[REDACTED] Chief, Position Evaluation Division, OP

25X1A9a

[REDACTED] Deputy Director of Personnel

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. . . . The 28th meeting of the CIA Career Council convened at 4:00 p.m., Thursday, 7 June 1956, in the DCI Conference Room, Administration Building, with Mr. Harrison G. Reynolds presiding

MR. REYNOLDS: The meeting will please come to order.

In view of the fact that the Deputy Director of Support is more directly concerned with this proposal than any of the other senior officers of the Agency, because Personnel, the Fiscal people and the Management Staff are all involved in it, it is appropriate that he should make this presentation to the Career Service Council.

Colonel White, will you please take over, sir?

COLONEL WHITE: I am sure Harry and Rud and the others will join me in apologizing for the length of these papers, but I think it's justified in this case because the subject before us is an extremely important one. We had actually planned on going through this exercise with you today but not voting on it this afternoon, unless at the end of the presentation you feel you are ready to vote on it without further study. We would like to try to explain it, and then after you have considered the papers we will meet again to see if you have any suggestions.

This is the subject of competitive promotion, which we talked about several months ago, and identifying positions in the Career Services, etc., which the Council thought was pretty cumbersome and that we should come up with something better. I am interested in it from a standpoint other than being a member of this Career Council, because it does tie into our average salary business.

Before I start the formal presentation of this subject I'd like to show you a couple of charts. This is a chart [indicating] showing the average salaries of positions in CIA and how they are distributed - the DD/S being the brown line, the DD/I the yellow line, the DD/P the blue line, and the red line is the average. It's interesting to note that the DD/I sticks very closely to the Agency average. The DD/S has more clerical types and a lot of laborers, etc., - lower graded personnel - so we don't feel like second-rate citizens down here [indicating on chart] at all, and it is entirely proper that we should be down here. But you can see how this average salary has continued to go up since 1948 in all components. This represents the on-duty, not the T/O. I am just as much in favor of having our people well paid as anybody else, but I am probably more keenly aware than anyone else of the problems we run into with the Bureau of the Budget and in our hearings on the Hill about our average salaries.

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I also thought it would be worthwhile to show you how we compare with other U.S. Government agencies. You can see at a glance that our average salaries are substantially higher than U.S. Government agencies - this red line being the FBI, the yellow is State, the green is AEC, the CAA is blue, and the brown is CIA employees as against T/O, which shows our salaries are higher than anywhere else, and our T/O's are considerably higher. So we can anticipate questions along these lines. We have never failed to defend ourselves successfully, but it becomes more difficult as the average grades get higher. We are substantially above anybody else in town.

Now, this is another chart - and I don't want anybody to think we take this too seriously insofar as our overall salary brackets go, because there are not too many people that we can compare ourselves with. But in some of these jobs like junior typists, tab machine operators, payroll clerks, private secretaries and senior accounting clerks - in other words, our lower graded people - it is more difficult, in many instances, to defend those than to defend the others, because those are categories they can compare with other agencies. You will notice on this chart that our CIA junior typists are way up. I might explain this chart a little bit. The grade takes an average of certain cities in the United States, and they're pretty well scattered. The yellow line is the Government agencies under Civil Service, the blue is some of the higher paid places, also scattered around the United States, and the brown is Washington, D. C. So you can see that in the junior typist category we are very high by any comparison you want to make. In the tab machine operators we are also pretty well up, except for these very high paid people in some cities. In the payroll clerks we are also pretty high, with that same exception. On the private secretaries you will note the low salary for CIA private secretaries - and these are generally the people that could get good enough to be called administrative assistants but in fact they're private secretaries - but our low bracket for those people is higher than the top of the rest of Government. And when you come to senior accounting clerks you have the same thing. So when we compare ourselves with other Government agencies there is no doubt that our people in those jobs that we can compare ourselves with, are high.

So I think this average salary business and competitive promotion business is an important subject for us to consider.

Now I'll go to our formal presentation, and I hope you will forgive me for reading this.

[Reading]

"Today's subject for discussion, Competitive Promotion, is one which I know we all consider most critical from the standpoint of the success of the Agency Career Service Program. Although you will be given a Staff Study outlining the details of the Competitive Promotion Program Procedures for discussion at a later meeting, I would like to run through the basic principles and objectives of this proposed program, together with a resume of the mechanisms and procedures which will be necessary to make it work.

"As a matter of background, this is where we stand today with respect to competitive promotions:

"The existing Regulation on Promotions, as endorsed by this Council, was designed to achieve competitive promotions by requiring the Head of each Career Service to certify that each employee recommended for promotion is the best qualified in the zone of consideration. However, no uniform Agency procedures have been put into effect to provide Heads of Career Services with a positive means of assuring that their certifications result in a competitive promotion system.

"A Staff Study, Revised Personnel Assignment and Promotion Policies, was approved by the Council and the Director late in 1955. This study affirmed the competitive promotion principle and proposed that flexible assignment procedures be established so as not to delay or deny promotions of employees who had been competitively selected to merit advancement by the Head of their Career Service.

"At the Meeting of 9 February 1956, the Career Council considered proposed Regulations to put these Revised Personnel Policies into effect. During the course of discussion, a number of changes to the proposed procedures were found necessary to attain a Competitive Promotion Program that would be workable and easy to administer. Suggestions made during this meeting have been considered and, to a large degree, incorporated into the Program which I am outlining. In addition, cognizance has been taken of the criticisms of our current promotion system as presented in the paper to the Inspector General, "Aids to Personnel Management", which I would like to quote: 'Aside from minimum time-in-grade standards, there appear to be as many different promotion policies as there are career boards. Furthermore, most written promotion recommendations represent a supervisor's opinion not always an unbiased summary of an employee's record. Therefore, career boards may not have all the relevant facts about the man under consideration nor even consider others of equal or greater merit.'

"You may be aware that the Administration through the Civil Service Commission is currently evaluating Federal Agency Promotion Systems. It is likely that changes will be made to achieve wider competition for available promotion opportunities throughout the Federal Service. Accordingly, our consideration of the Agency Promotion System is most timely.

"As we are all aware, higher average salaries are invariably a by-product of promotions, a reason for careful selectivity in the promotions we make. The Bureau of the Budget and Congress take considerable interest in the Agency average grade and average salary. As you will note from the Chart, the Agency Average T/O Grade in recent years has been increasing about one-tenth of a GS Grade annually whereas the average employee grade is increasing at about two-tenths of a GS Grade. Thus, we have to provide for and justify an increase in personal service expenditures of roughly two million dollars each year to take care of the increasing grade level of our employees. Increases in grade levels, I might add, are at about the

same rate throughout the Agency. At the current trend, T/O and employee grades will converge in about four years."

As most of you know, we are feeling the pinch now on the 14 and 15 level, and at the same time you get the pressure from the bottom - in order to provide promotions for our people, to raise the average grade and T/O position.

[Continues reading]

"Therefore, the conclusion seems clear that we need a system to assure that future promotions are given to the people who most merit them-- particularly since it may be not only prudent but also necessary to reduce the rate of promotion at some future point."

I see it clearly that there isn't going to be as much promotion in the future as there has been in the past, as this competitive business becomes more important.

[Continues reading]

"To look at the Agency promotion potential in another way, this chart compares the number of employees at each grade level with the number of authorized positions of that grade. You will note, that a large percentage of our positions, particularly in the higher grades, are not currently filled at the full grade or are vacant. Thus, through our T/O system of approving staffing patterns, we have in a sense obligated ourselves to fill many positions through promotion action."

Do you want to look at this next chart for a minute?

MR. KIRKPATRICK: In the first three grades you are already over--

COLONEL WHITE: Part of that is due to the pool system we have. We take the clericals at whatever grade they come in and we don't worry about it.

[Continues reading]

"Let us consider the number of people in the Agency who are eligible for promotion consideration since they have served the required time-in-grade. These people, from my experience, are well aware of their position in the zone of consideration.

"As illustrated, we find that more than fifty percent of our employees at most grade levels have completed the 'waiting period'. Each has been assured in our existing promotion regulation that he is being considered for promotion each year by the Head of his Career Service. In view of the number of such considerations which must be made, the workload involved is significant; machinery to accomplish the considerations efficiently, equitably, and as uniformly as is reasonable among the Career Services is essential.

"Objectives of the Competitive Promotion Program: As to the details of the program which we are considering, let us first review its basic objectives. As you will note on the chart, the number one objective is selective consideration for Promotions; in other words, competitive evaluation of employees with their contemporaries as to merit for promotion. To make it possible to achieve this objective without undue disruption of our work, it will be necessary to provide for FLEXIBILITY OF ASSIGNMENTS to permit individuals promoted to complete their tour or an assignment when necessary--even if this assignment is of a lower grade. This principle was agreed to during our previous discussions and is in effect in many areas now.

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"The third objective is PROVISION OF GUIDELINES, qualitative and quantitative, for use by Operating Officials and Heads of Career Services to administer the promotion program.

"Quantitative Guidelines will aid in determining 'when' an employee will be promoted and will provide through controlled promotion rates a reasonable degree of uniformity of advancement opportunities for employees of all service designations. Qualitative Guidelines involve 'who' will be promoted and consist of criteria or promotion factors which are significant for competitive evaluation purposes. Use of these guidelines will, I believe, contribute a great deal to equity in promotions.

"Objective 4, UNIFORMITY OF PROMOTION ADMINISTRATION, will be achieved partly through the use of Guidelines previously mentioned and partly through the use of the same basic mechanism, procedures, and schedules for the competitive evaluation of employees Agency-wide.

"Objective 5, PROPER ALIGNMENT OF PERSONNEL ASSETS AND REQUIREMENTS BY CAREER SERVICES, is one which I consider of great management importance. In this connection, the Head of each Career Service needs a balance between the types and levels of personnel in the Career Service and the requirements or jobs he is called upon to staff. Promotions, accordingly, should be so planned that this balance between the levels of people and positions will be achieved and maintained."

As an aside on this, I think this is one of our BIG problems. And this applies all down the line and is not limited to any particular category. You have a man on a particular job and he is doing a good job, and you hate to take him out of it yet you do want to promote him - so we have a constant push to upgrade his job, etc. I really believe this is one of the reasons why we find our average salaries creeping up. And I know many areas, as all of you do, where that is justified. I mean, you get a Contact Specialist, for example - and many other cases - where a man does become more and more valuable in a particular job, and maybe the job description says the same thing but he is more valuable. But I think we have got to be sure that we do that only in cases where it is justified, because it does have a tendency to push the salaries up.

[Continues reading]

"Finally, the objective of EMPLOYEE MORALE cannot be overlooked. Each of the foregoing objectives will, if achieved, contribute to accomplishing this final aim. Also, it will be important that, to the greatest degree possible, the promotion system and its working be explained to and understood by all Agency employees at all levels and locations.

"The Competitive Area for Promotion: Any competitive promotion system requires definition of the groups of employees who will compete. In our current program, the competitive area is not clearly defined or uniform among components and Career Services. In some parts of the Agency, competition is principally within the organization or subordinate work unit, with Heads of Career Services and Boards or Panels performing reviewing and endorsing functions. In other segments, the competitive area is roughly the Career Service. Some suggestions have been made that the competitive area be the entire Agency.

"Our proposal is based on the assumption that each Career Service will comprise a competitive area. The Career Service Structure provides the best breakdown we now have of groups of employees of similar

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occupations and career interests. However, uniform guidelines and procedures proposed to apply to all Career Services will, in effect, assure equity in promotion considerations throughout the Agency.

"Within each Career Service a further determination of the grade levels of employees to be covered by the program is necessary. The Staff Study proposes that in the initial implementation of the program, ONLY employees in grades GS-7 to GS-14, inclusive, be subject to the formal evaluation procedures."

Now, I hasten to add this is not to be misinterpreted to mean the lower graded employees are not just as important to us, but just to cope with the sheer volume of it we would have to start somewhere.

[Continues reading]

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"Personnel in lower grades will continue to be recommended for promotion by their supervisors when they meet current requirements as to performance, qualifications, time in grade, and occupy a suitable position. This modification will reduce the number of formal evaluations to be made from approximately [REDACTED]--so we save [REDACTED] in the initial go-around--and is consistent with competitive promotion programs in effect in the traditional career services such as Department of State. 25X9A2

"The Competitive Promotion Process: With the objectives established, let us look at the actual workings of competitive promotion evaluation and the subsequent processing of promotions. The major steps proposed for this purpose are summarized in this handout, which may be useful in following through the process.

"Step 1 - Determination of Promotion Quotas for Career Services: This step involves a determination of the 'Quantitative Guidelines' to be provided Heads of Career Services in connection with promotion administration. The traditional career services - State and Military - have long relied on a promotion authorization or quota system to control the composition of their staffs rather than relying solely on the grade or rank of each position. Since we are proposing to modify, to a degree, the grade of the specific assignment held by an individual as the principal determinant of his promotability, and since present forecasts indicate some limitations of promotions in the future, it seems advisable to plan in advance the tempo of our promotions. The Staff Study proposes that the Career Council establish promotion quotas for each Career Service by grade levels in consideration of: (a) recent promotion rates for the Agency as a whole by grade levels, provided that (b) requirements of the Career Services with respect to higher grade positions to be filled are not exceeded. In setting quotas, any unusual variation in the past promotion rates of a Career Service or grade level as compared to the Agency averages can be considered, as well as any unusual staffing requirements projected for the immediate future. On the whole, however, the use of Agency-wide promotion rates will tend to provide equality of opportunity for promotion across Career Service lines without restricting unduly any Service. A secondary use for the quota mechanism is as an index in computing future budgets."

To elaborate on that a little more, you will find in the Staff Study the formula which is suggested is a formula which takes into consideration the total number of vacancies that you would have in a Career Service and how many people and what the rate of promotion in that particular grade has been over a given period. You would have to adopt a formula which would make sure you didn't set T/O, so if your T/O vacancies, for example, turned out to be less than the rate

of promotion which you had experienced during the past six months or year, or whatever the time was, then obviously you would have to have a lower figure.

[Continues reading]

"To take a look at current promotion rates, the chart illustrates the fact that promotion rates at each level above GS-8 are very nearly the same among Career Services under each Deputy Director. As we would expect, the rates decrease as the grade level increases. Although this chart is for a six-month period only, figures for preceding periods are roughly the same."

As we would expect, the rates decrease as the grade level increases.

You will note there on the chart the orange is the DD/S, the yellow is the DD/P, the green is the DD/I, and the brown is the Agency average. I think it is interesting to note how closely they are running - without any formal coordination.

[Continues reading]

"I believe the conclusion could be drawn that Agency average promotion rates for all levels from GS-9 up might be used as the base in determining future promotion quotas. However, further analysis of the positions and promotion rates at GS-7 and GS-8 will be required to arrive at equitable rates among the Career Services for these levels.

"The second part of the promotion rate formula, availability of positions for promotion purposes, is covered in some detail in the Staff Study so I will not elaborate on this point. Suffice it to say that the approximation of positions for promotion is computed by comparing the grades of the people in each Service with the grades of the positions they encumber. Adjustments are then made for vacant positions which are to be activated during the period.

"Step 2 - Preparation for Panel Evaluation: With the establishment of promotion quotas for the Career Services, the next step involves the preparation for competitive evaluation of employees. First, an Agency-wide schedule for competitive evaluation of employees by grade levels will be established, e.g., GS-7 and GS-8 personnel to be considered one month, GS-9 and GS-10 personnel the next month, etc., so that a complete cycle will take place each 6 months during the initiation of the program."

You have a large number of people to deal with. And taking two grades a month you will complete the cycle in six months. And later we might consider personnel at the higher grade levels at more infrequent intervals - perhaps annually.

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"Promotion Panels will be appointed by the Head of each Career Service to evaluate all employees of GS-7 to GS-14 grade levels who are in the zone of consideration. The Panels could, where practical, be identical to the Career Service Boards or to established Panels. As you will note from the chart, the procedures propose the establishment of an Advanced Panel of a minimum of 3 members of each Career Service to competitively evaluate employees in grades GS-12 through 14, and a similar Intermediate Panel to evaluate personnel in grades GS-7 to GS-11, inclusive. GS-15 and above personnel are, of course, under the jurisdiction of the Supergrade Board. As I have mentioned, the system currently does not include panel evaluation of employees below GS-7; but at some time in the future we may find it advisable to provide for a Basic Panel to evaluate this category."

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This is a suggested procedure to attempt to get uniformity in the administration of the system, if we're going to have this system. It doesn't mean this is the only procedure that would work or that the Head of the Career Service couldn't make any adjustments he wanted to.

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"In consideration of the large number of personnel to be evaluated, together with the fact that Promotion Panel membership will be composed of members of the Career Service of higher grade than the employees they evaluate, we must keep Panel workload to the minimum consistent with the exercise of good judgment. Accordingly, the system proposes that competitive evaluations be made to the greatest extent possible through the consideration of Biographic Profiles of each candidate rather than through time consuming review of Personnel Folders. The Profile will be prepared in advance by the Career Management Officers with the assistance of Office of Personnel and will contain, as you will note from the chart, factual information and evaluative information which the Panel may consider in making evaluation decisions.

"I would like to add the comment that the Biographic Profile, though representing a workload factor at the moment, will have many other uses than for promotion considerations. As you will note from this chart, the Profile, a two-page document, will provide Operating Officials and Heads of Career Service with most of the basic information about people which now requires searching the employee folder. Thus, use of the Profiles will materially curtail the promiscuous circulation of personnel folders, which has been a problem of long standing. I realize that Biographic Profiles for some personnel to be evaluated cannot be prepared overnight, particularly since extreme care must be taken that all information is verified. Therefore, reliance will necessarily have to be placed on the Personnel Folder during the initiation of the program.

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"In addition to the Biographic Profile or equivalent, the Promotion Panel will be provided with the listing of personnel recommended for promotion by Operating Officials (under whom the employees serve) as designated by the Head of the Career Service. Whenever practical, Operating Officials will list names in the order of employees' merit for promotion.

"Step 3 - Promotion Panel Action: Now, let us consider the actual evaluation of employees by the Panels. Panel Members will review Biographic Profiles or equivalent of all individuals recommended for promotion by Operating Officials as well as other individuals in the zone of consideration but not recommended for promotion. Competitive appraisals will be based on the Promotion Factors as listed on this chart.

PROMOTION FACTORS

1. Performance (Productivity, Quality, Level of Job)
2. Attitude
3. Qualifications - Education, Experience, Training, Personal characteristics.
4. Value of Employee to the Agency - Present & Potential
5. Length of Service - Time in grade

Media Used for Competitive Evaluations

A. The Biographic Profile

1. FACTUAL Information:

Vital Statistics	-	Education
Employment History	-	Training
Qualifications	-	Current Assignment
Reserve & Medical Status		
2. EVALUATIVE Information:

Fitness Report Summaries
Supervisor's Comments Relative to Future Utilization Noted on Career Preference Outline

Summary of Disciplinary Actions, Warnings, Commendations, Awards.

Supervisor's Comments as to Employee's Merit for Promotion and the Employee's Ranking for Promotion among Contemporaries in the Immediate Work Area.

- B. Personal Knowledge of Panel Members regarding the Individual.
- C. Interview with Supervisors or Others Having Knowledge of Employees Being Evaluated.

* * * * *

"The Panel Members may, of course, request the Personnel Folder if necessary to corroborate or obtain elaboration on any question. Or they may, when practical, interview the supervisor of an employee or others having knowledge of his performance or other factor affecting promotion. After due consideration, each Panel Member will independently rank in order of merit for promotion all employees nominated by Operating Officials and any others not formally recommended but who the Panel considers should be included. After this has been accomplished, any great divergences in rankings by Panel Members may be discussed, and more information obtained on any individual which might be useful in obtaining a valid appraisal. Thereafter, Panel Members may adjust their ranking. The final rankings will then consist of the average or composite ranking of all Panel Members. This rank order list is then submitted to the Head of the Career Service.

"Step 4 - Action by Head of Career Service: Upon receipt of the rank order or promotion list, the Head of the Career Service, as you will note on the handout, will schedule promotions for the grade level - adhering as closely as possible to an Agency-wide effective date for the majority of the actions. Prior to initiating the promotion of each individual, he will determine that the individual is occupying a position of grade which will accommodate the promotion action or that the employee can be utilized in a position of appropriate grade in the foreseeable future. It is expected that the Head of the Career Service will make a final check with the Operating Official as to each promotion - particularly if an employee is being promoted who did not have the prior recommendation of the Official.

"Step 5 - Action by Operating Official: The Operating Official receives notification from Head of Career Service as to employees being promoted, and is free to comment on the timing of promotions or may state reasons why a proposed promotion be withheld. In addition, he may recommend to the Head of the Career Service promotion of any individual not included on the promotion list, and provide detailed justification to support each such action.

"Step 6 - Action by Office of Personnel: Office of Personnel will complete the promotion action, including qualifications review and documentation. Throughout the process, staff members of Office of Personnel will assist Operating Officials and Heads of Career Services as necessary.

"Conclusion: We have covered the principal feature of the competitive promotion program proposed. In many ways the system is similar to procedures now in effect in the Clandestine Services Career Service for the competitive evaluation of employees in grade GS-14. To conclude, it may be well to compare the proposed system with that now being used.

"A. Currently, Regulation 20-580 requires an annual consideration for promotion of all employees in the zone. I believe this has been done rather informally in most cases in the past. The proposed system provides for a formal semi-annual promotion consideration of employees in the zone by Panel action.

"B. Currently, supervisors recommend promotions through channels. Supervisors continue under the proposed system to play a vital part in determining employees to be promoted and the timing of

their promotion, but the Head of the Career Service will normally initiate promotion actions.

"C. Currently no limit is applied to the number of promotions which may be made providing the grade of the position occupied is sufficient to accommodate the promotion action. Under the proposed competitive system, the control exercised by the grade of the position occupied is modified in individual cases, and in lieu thereof promotion quotas based on past Agency promotion rates and upon availability of higher grade positions throughout the Career Service are used. Personnel promoted under the competitive system may occupy a position of lower grade than their own, until reassignment is practicable; but they must be capable of being utilized in a position of proper grade in the foreseeable future.

"D. Current time in grade requirements are unchanged under the proposed system, and exceptions to these requirements may be authorized.

"E. Finally, qualifications and demonstrated ability are significant under both systems; they will, however, assume greater importance under the system of competitive evaluation by Panels.

"Although we have covered the proposal in some detail, some questions you have may be answered in the Staff Study. Since we are considering a promotion system quite different from that now in effect, I believe you may wish to look over the proposal at some length and discuss it at our next meeting. Certainly, some changes or modifications may be suggested to improve the system to better meet our requirements."

Now, to summarize and give this a once-over-lightly in my own words, what is proposed here is that for grades 7 through 14 we would take two grades a month, and we would complete the cycle each 6th month, and everybody who is in the zone of consideration for his grade, regardless of what kind of position he is occupying, would be considered for promotion during that cycle. We propose that all of the people be considered by a Panel of the particular Career Service, regardless of what job they are occupying, if they're in the zone of consideration.

In all honesty, I don't believe that there are very many places in the Agency now where the Regulation which requires consideration at least annually, is being complied with. If we really mean that every employee in the zone of consideration will be formally considered, then I think some system like this is necessary. This would ensure that everyone is considered and no one is overlooked. Then, based upon the quotas for the various Career Services, which will be assigned by the Career Council, a particular Career Service would have "x" number of employees to promote, and it would be their responsibility to select the best qualified - whatever number that is. It will be a lot of work and a lot of work by the Career Services, but it is a proposal which I think would put realism into competitive promotions. In my judgment there is really no realism in it now - we don't really have a competitive promotion system in most areas.

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[REDACTED] have been responsible for working this up, so if there are any questions anybody would like to ask I'm sure they would be glad to try to answer them - or I would, if I can.

25X1A9a MR. [REDACTED] I think it looks pretty good, Red, but I would like a little time to study it.

COLONEL WHITE: I think this is a very serious step for us to take, and, as I said in the beginning, I would prefer that you take the time necessary to read and study these papers, even though they are a little lengthy. Let's make sure we are starting out with something we really want, because it's a big undertaking. I do feel, as I said in the beginning, that we have to get the situation under control, because we're bumping our heads now in the 15's and 14's. It's going to be a continuing and I think fairly rapid trend, that the fact that a man--which has too often been the case in the past--people have decided, "Well, if I could only maneuver myself into a grade 11 position, if I'm a grade 9, then as soon as I get the necessary time in grade I'll get promoted." And if we're going to alter that I think we have to do something like this. 25X1A9a

GENERAL [REDACTED] I have one comment or suggestion that I don't think should be overlooked at this time, and that is that this Biographic Profile should be submitted to the individual to determine whether or not there is any misinformation in it. The Air Force, you know, had a profile like this, and when I looked mine over I found that my weight was 170 pounds and I was 5'4" tall, and some of my assignments were out of line. The reason was they had these profiles made out by a lot of WAC's and enlisted men, and there were a lot of typographical errors. That was pretty widespread.

25X1A9a MR. [REDACTED] I would certainly emphasize that. From some of the records I have seen around here, we will have worse than that.

25X1A9a MR. REYNOLDS: I think that is very important, [REDACTED] And another thing it's going to do, I believe, is to perhaps make our files look better when we're through with them, because if we find something is missing we will have to go back to the supervisor and say, "Give us the full story."

25X1A9a MR. KIRKPATRICK: General [REDACTED] raises a good point: can't these Panels also do a job which we are doing sort of ad hoc now, and that is "select out" as well as up in their annual reviews - select out of the Career Service, that is.

COLONEL WHITE: I think that is a good idea.

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MR. KIRKPATRICK: And out of the Agency - by implication, because we're weeding out the mediocre now on sort of an ad hoc basis, at a very slow rate, so why not use this system--

COLONEL WHITE: I don't know what the work burden would be. They would have to formally consider each person in the zone of consideration and it might be worthwhile to have the Panel actually put a written comment on the action, which would be their opportunity to say, "This is a fine fellow - he ought to be promoted soon, but we can't get him in the quota" or else "he is not and probably never should be promoted."

25X1A9a MR. [REDACTED] Don't you need legislation to select out?

MR. KIRKPATRICK: I don't think so, Dick. I never have thought we needed legislation. I'm sorry the General Counsel isn't here, because I haven't tangled with him for six months on this subject. I think the Director has the legal authority to do it.

COLONEL WHITE: There is no question about selecting out of the Career Staff. The numbers aren't impressive, but we have selected some out.

MR. KIRKPATRICK: The other point on which these Panels can be useful is that when a promotion is turned down a couple of years in a row - to advise the individual that he has reached a limit and to stop worrying about a promotion because it isn't coming.

25X1A9a MR. [REDACTED] There is a point I'd like to make, if I may, with respect to selection out. In the traditional career services like State, Army, Navy and Air - they use a selection out procedure that is not based on one year's position at the bottom of the list but is based on repeated position at the bottom of the list.

MR. KIRKPATRICK: If a Navy captain is passed over four times he is invited to remove himself from the Service.

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25X1A9a GENERAL [REDACTED] Or show cause why he should not be removed.

MR. [REDACTED] My only caution is that just because the person happens to be at the bottom of the list the first year, there might not be cause for selecting him out.

COLONEL WHITE: I think this document is worth all that has gone into it, but the system really isn't very complicated. You get a notice from the Office of Personnel as to everybody that is in the zone of consideration, and you consider the 7's through 9's one month, and the 10's and 11's the next month, etc., and the

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Head of the Career Service has complete control. But through this system we would be assured that everybody who was in the zone was formally considered. There may be lots of other systems but it seems to me this would work.

25X1A9a GENERAL [REDACTED] What would be the purpose of considering them if they haven't had the necessary time in grade?

25X1A9a MR. [REDACTED] They wouldn't be considered.

COLONEL WHITE: They wouldn't be in the zone of consideration if they didn't have the necessary time in grade.

MR. BAIRD: Maybe I think this is more complicated than it really is, but has anybody given any thought as to how many manhours are going to be required to change over to this system from the one we've got?

COLONEL WHITE: It's very definitely going to take some doing.

25X1A9a MR. REYNOLDS: I'd like to ask [REDACTED] to answer that question because he has done most of the work on this.

25X1A9a MR. [REDACTED] I think the answer to that is that the Biographic Profiles themselves would take perhaps a year and a half to two years to get full coverage, but the system could be applied by initially using the Personnel Folders. This is one of the principal workload factors - the preparation for the Panel action. Insofar as the other factors are concerned, your Operating Officials would submit recommendations one grade level at a time, rather than jumping around from a 9 to a 12, etc.

MR. KIRKPATRICK: I don't envisage this so much as an increase in workload as a substitute for some of the work that is done today.

COLONEL WHITE: That is right. It's systematizing.

MR. BAIRD: What do you use in the meantime - while you're substituting one system for another?

MR. REYNOLDS: It will be done by easy steps. Of course, my feeling is that if it is going to improve the whole situation as much as we think it is - I think it will grow on you as you read through the Staff Study that this is a pretty sound way of going about this.

MR. BAIRD: I think it is, too, Harry, and it is fine for us sitting around this table here saying that, but for the poor people that have to do this - just the typing necessary to change over is going to take hundreds and hundreds of manhours.

MR. KIRKPATRICK: It's going to save hundreds of manhours, too, if you get the Profiles into effect. I don't know how many hundreds of hours a year I

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25X1A9a append trying to go through Personnel Folders.

MR. [REDACTED] The equivalent of these Profiles is being done now in some areas.

25X1A9a MR. [REDACTED] At present hundreds of Biographic Profiles are made every year but no record is made of them and so they are not available for other considerations. Biographic Profiles don't get into the Official Personnel Folders.

COLONEL WHITE: I certainly agree with Matt that it is going to be a lot of work, and it would have been fine if we had had a standard profile form for everybody to use in the beginning, but if we really want to try to standardize the thing on an Agency-wide basis then I don't know any other way to attack it.

MR. KIRKPATRICK: How many Career Services do we have now, Red?

COLONEL WHITE: About 23.

25X1A9a MR. [REDACTED] Counting Panels and Boards - about 20.

MR. KIRKPATRICK: How many competitive areas are there going to be - 12 or 20?

25X1A9a MR. [REDACTED] A lot of it depends on the Clandestine Services - if they are considered one area or a half a dozen.

25X1A9a MR. [REDACTED] It depends on whether they're considered to be four or one, and it depends on IP - whether it is considered to be one or five.

25X1A9a MR. KIRKPATRICK: There are a couple of recommendations pending now to combine a couple of yours [indicating Mr. [REDACTED]].

MR. BAIRD: Another thing, on this competitive promotion business how do you compare a psychologist with an illustrator at the same grade level, to say nothing of an instructor--

COLONEL WHITE: But you have a Career Service there, and you have to take into consideration how long he has been in grade, how long he has been in the Agency, what his experience has been, his Fitness Reports, and everything you know about the man. I think you get into a question of judgment there. I don't believe you could ever arrive at a system of numerical rating for that kind of thing, and I think that is where the question of judgment enters in, and I think that is where the point is important that it is not taken out of the hands of the Head of the Career Service. You might want to set up--you certainly could, if you wanted to-- set up sub-Panels to consider psychologists, if you wanted to do that. That would be perfectly all right, it would seem to me, if you wanted to sub-allot your quotas, for instance, in your Career Service - well, you could do that.

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25X1A9a MR. [REDACTED] May I make a couple of suggestions about the Biographic Profile, and ask a couple of questions - because it looks very good to me except that I would like to make a suggestion about some of the space emphasis, because that is where you get into real trouble on these forms, at least that has been my experience. My first question applies to the "Current Reserve Status." Everybody looks at these things personally, and I see no box that I could check. I have no "Current Reserve Status." I went into the Navy and I came out of the Navy and that was the end of it. I'm nothing.

25X1A9a MR. [REDACTED]: We need a box for "none."

25X1A9a MR. [REDACTED] There ought to be some way you could indicate you have no status, I think.

Now when we drop down here to the CIA employment history, in my opinion more space should be available there. I have looked at a lot of these sheets that come up for promotion and fellows that have been in the Agency since 1946 have had more damn jobs than you can imagine. I would suggest you could save space by making this "geographic knowledge" either infinitesimal or leave it out entirely. What is "Geographic Area Knowledge" anyway? Is it a Ph.D. in Angola or having lived in the area for a year? It really isn't very meaningful in terms of promotion or assessing the man or assigning him.

MR. KIRKPATRICK: And it's very subjective in most instances.

Could I interject a point there, Dick? On that CIA history of employment--this is something which I have meant to raise for sometime, Harry--which are we going to use - the Office of Personnel's record of positions or the individual's recollection as to when he held these positions? They sometimes will vary by three or four months.

25X1A9a MR. [REDACTED] We have a factor in there which eventually will enable us to correct that - for that information that is carried only in the minds of men.

MR. KIRKPATRICK: I bet Dick, Matt and I might have the longest service in the Agency, and if we took our service and compared it with the records there would be less than 50% correlation. So I think sometime sooner or later we better join that issue, because if you took the Personnel Office records and compared them with what the jobs actually were and what the position titles were, there would be that difference.

25X1A9a MR. [REDACTED] That is where [REDACTED] suggestion comes in - 25X1A9a because actually it's only you who can ever say what positions you have held in the

Agency. And there is no official record of it so that has to be verified with the individual. 25X1A9a

GENERAL [REDACTED] Some of the most important ones will never show in the records; for example, the people who did so well in [REDACTED] 25X1A2d1

25X1A9a MR. [REDACTED] And the persons who have been detailed for a year or two years without any change by official action.

25X1A9a MR. [REDACTED] I greatly approve of having just one sheet of paper. I think that is nifty. I am surprised you were able to include so much on it.

MR. REYNOLDS: Don't you think "Foreign Language Abilities" has too much space?

25X1A9a MR. [REDACTED] Yes. There isn't a fellow in the Agency that would take more than half that space to list all the foreign languages he knows.

MR. BAIRD: Who determines that foreign language ability?

MR. KIRKPATRICK: Ultimately you will - in a couple of years.

25X1A9a MR. [REDACTED] I think we have to take the individual's statement, at least initially, but nobody pays too much attention to that anyway.

25X1A9a MR. [REDACTED] The space for "CIA Employment History" has been figured on an average of two actions per individual per year, which is the average for the Agency, so there is room for 10 years, on an average, and we don't believe the employment history of somebody 20 years ago is really a very important factor - I mean, when you reach the point that that can be done then it's not so important. In other words, the most recent 10 years is the important thing to know.

MR. REYNOLDS: I think Dick's suggestion certainly should be followed, and we will just double up the space.

25X1A9a MR. [REDACTED] Just shorten up the "Geographic Area Knowledge."

MR. [REDACTED]: We can move Item 20 over to the other side of this sheet. "Agency Sponsored Training" could be moved to the back of this sheet. This can be done very easily.

25X1A9a MR. [REDACTED] Just as a matter of clarity - that "Non-CIA Experience - Including Military" - I assume that means OSS and CIG--

25X1A9a MR. [REDACTED] Beginning with 18 September 1947 is CIA employment history, and anything before that is non-CIA.

COLONEL WHITE: You could put in a parenthetical remark - "prior to"--

MR. [REDACTED] Does it include anything outside of Government?

25X1A9a MR. [REDACTED] Anything outside of Government or in.

25X1A9a MR. [REDACTED] Will the quotas be adjusted periodically?

25X1A9a MR. [REDACTED] Every six months there will be a new quota for the coming 6-month cycle.

COLONEL WHITE: At one session here I would imagine we would set quotas for six months for all grades, and then we would set them again for the next six months.

MR. [REDACTED] Is Form No. 45 the new Fitness Report form?

25X1A9a MR. [REDACTED]: It's the new Fitness Report, yes.

MR. [REDACTED] What about the old Fitness Report forms?

MR. REYNOLDS: The old Fitness Reports and the PER's are out.

25X1A9a MR. [REDACTED] But for purposes of the Biographic Profiles they will be included in the "other evaluative reports"?

25X1A9a MR. [REDACTED] In the "Summaries of other Evaluative Reports" - the PER's, the 7-point evaluation report, the field status report--

25X1A9a MR. [REDACTED] You could have a little instruction manual with this.

MR. [REDACTED] These will be filled out by specialists. There will be, say, 200 people in the Agency responsible for doing this. Everybody won't be trying to do it. It's a question of training the people who will do this work.

MR. REYNOLDS: Then, members of the Council, if you will be good enough to take these papers with you and at the next meeting we will consider them further.

MR. KIRKPATRICK: And then, Harry, I think when this is all finally signed, sealed and delivered we should have another meeting such as we had with the Career Services on the Career Preference Outline, to go over it with them and let them nit-pick, and I think we might come up with something highly valuable.

COLONEL WHITE: We thought perhaps at the next session you would want to have the Heads of the Career Services.

MR. KIRKPATRICK: Don't you think we better have another session of this Council before we do that?

MR. REYNOLDS: I think we better have another session of this Council first.

Now, you also have a handout here entitled "Retirement Legislation." This was passed by the Senate, as you see, on the USIA. Will you please take that with you and go over it, and we will consider this at the next meeting.

COLONEL WHITE: Can I elaborate a little on that? Kirk, you know the Director has mentioned that inasmuch as USIA got authority to set up a retirement

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system comparable to that of the Department of State - the Director mentioned, "Well, why shouldn't we just throw that in, too?" But I am not sure that is what this Council would want.

MR. KIRKPATRICK: Did you interpret the Director to mean putting that into the present bill?

COLONEL WHITE: Yes.

MR. KIRKPATRICK: If that goes into the present bill you might as well kiss the present bill good-bye, because it won't pass.

COLONEL WHITE: That is my feeling, and if everybody else feels the same way maybe we can dispose of that. But the Director's feeling was, "Well, we'll be going up there for hearings on our bill, and if USIA was able to get this through why don't we throw it in?" So I think Kirk and I both said we would like to consider it.

MR. KIRKPATRICK: In addition to the USIA getting this bill through there was also a resolution to the effect that they will be investigated by a special committee of the Senate - so this is not an unmixed blessing. And it hasn't passed the House, and I doubt if it will. They are not going to pass retirement bills at this session.

MR. REYNOLDS: Is it the pleasure of the Council that we drop this matter, then?

MR. KIRKPATRICK: So move.

. . . This motion was then seconded and passed . . .

COLONEL WHITE: Harry, I have one matter that is very important, and I'd like to have just a few minutes in executive session, with just the members of this Council.

. . . The Council then went into executive session . . .

. . . The meeting adjourned at 5:20 p.m. . . .